Effect of Organized Retailing on Traditional Retail (Kirana) Stores: Strategies for Survival

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Abstract: *Retail Trade in India is dominated by unorganized stores and 91% of the retail trade is made up of Kirana stores, street hawkers, hole-in-the-wall shops and roadside peddlers. Customers prefer the Traditional Retail (Kirana) stores because of proximity to their homes, convenient timings, close acquaintance with the shop keeper, availability of credit etc. However a set of present day consumers want pleasant shopping experience over proximity andconvenience, resulting in the paradigm shift in the preferences of customers from unorganized to organized retailing. In this paper, the researchers attempted to investigate the effect of Organized Food & Grocery Retailing on the store operations of Traditional Retail (Kirana) stores in Vijayawada and Guntur cities of CRDA region of Andhra Pradesh state and to evaluate thestrategies for survival of Traditional Retail (Kirana) stores. The study observes that, Traditional Retail (Kirana) Store operations like Store Sales, Store Profits, Customers Visit and Employee Strength are decreased in both the cities due to Organized Retail Stores. The suitability of strategic options for Traditional Retail (Kirana) Stores to compete with Organized Retail Store is identical in both cities. It becomes imperative for the unorganized sector to consider the changing consumer's needs and preferences for its survival and sustainability in the context of emergence of organized retailing.*

Keywords: Organized retail, Store operations, Survival Strategies, Traditional Retail

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I.　Introduction

India is known as the 'Nation of Shops'. After agriculture, retailing is the second largest employer in India. Out of the more than 12 million stores that exist in various parts of the country, most of them are small in nature and are in rural areas [1]. The inhabitants to stores ratio in India is about 100:1, that is a store serves 100 people, which is 2000:1 in the case of Europe [2]. Retailing in India is mainly divided into two categories, viz. Unorganized Retailing and Organized Retailing. **Unorganized Retailing** includes conventional formats of low cost retailing like Kirana shops, owner managed general stores, pan shops, and convenience stores, hawkers, push cart and street vendors etc. **Organized Retailing** on the other side refers to selling activities undertaken by licensed retailers, who are registered with tax authorities for sales tax and income tax. Corporate funded hyper markets and retail chain stores and privately maintained large retail stores are few examples of organized retailers.

Retail Trade in India is dominated by unorganized stores and 91% of the retail trade is made up of Kirana stores, street hawkers, hole-in-the-wall shops and roadside peddlers. The advantages enjoyed by the unorganized or traditional retailing are: low cost structure, lower rentals and low cost of labour. Furthermore, customers prefer these stores because of proximity to their homes, convenient timings, close acquaintance with the shop keeper, availability of credit, acceptance of telephonic order and provision for home delivery. However, a set of present day consumers want pleasant shopping experience over proximity and convenience. The traditional Kirana stores are trailing behind the organized retailers in providing such an experience and as a result losing out those consumers.

Even though the Indian retail industry is dominated by unorganized retailing, the share of organized retailing should not be undermined. It is slowly but steadily growing year over year and emerges as a force to reckon with in the days to come. There has been a paradigm shift in the preferences of customers from unorganized to organized, which is evident from the increasing patronage towards organized retailing (See Table-1).Studies in various parts of India undertaken by researchers to evaluate the effects of organized retailing on unorganized retailing have provided some important observations. The effect of organized retailing on the store operations like revenues, profits, customer footfall, employment and closure rate of unorganized retail

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sector indicates that unorganized retailers (Kirana stores) in the neighborhood areas of organized retailers witnessed a decline in their sales and profit after the entry of big corporates into retailing.

Table-1: Percentage Share of Organized and Unorganized Retail in India

Year	Organized Retail	Unorganized Retail
2005	3.6	96.4
2007	4.1	95.9
2010	5.0	95.0
2012	7.0	93.0
2014	8.0	92.0
2015	9.0	91.0

Source: Deloitte (2011). "Indian Retail Market: Embracing a new trajectory",
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However, this adverse impact on store operations of unorganized retailers (Kirana stores) weakened over time. There was no concrete evidence that there is a decline in the employment in the unorganized sector with the emergence of the organized retailers. It is alsodetectedthat the efforts from unorganized retailers to upgrade theirbusiness practices have helped them to recoup. Considering these facts, the researchers attempted to investigate the effect of Organized Food & Grocery Retailing on the store operations of Traditional Retail (Kirana) stores in CRDA region of Andhra Pradesh state and to explore strategies for survival of Traditional Retail (Kirana) stores in this paper.

II. Review Of Literature

Brennan and Lundster (2000) investigate the impact of large discount stores on small US towns and observed that consumers shop at discount stores for price discounts and variety and visit specialty stores for unique items [3].

Broadbridge and Calderwood (2002) inferred that, survival of traditional stores from the increased competition from large organized retail stores greatly depends on commitment and willingness of traditional retailer to meet the local community needs[4].

Radhakrishnan (2004) concludes that the most affected stores with the entry of organized retail stores are: Small stores with small store area, less sales volume, few employee strength and isolated stores that does not have collaboration with other stores [5].

Anuradha Kalhan (2007) pointed out that malls have reduced the sales of small store and street hawkers in Mumbai. There is a steep decline in sale of fruits, vegetables, processed food, groceries, garments, electronic goods in these stores resulting fifty percent of them with closure or decline in business [6].

Vijayraghavan and Ramasurya (2007) observed that, despite having dominance in the Indian retail market, traditional retailers are laggingbehind organized retailers in terms of variety and range and losing sales volumes in several parts of the country [7].

Thakkar and Bhatt (2007) felt that growing concerns over the loss of jobs and livelihood in unorganized sector forced corporate retailers like Bharti Wal-Mart and Reliance to invite small traders and individuals to become franchisees on a profit sharing model [8].

Singh R.K. and Tripathi, A.P. (2008) identified that malls in Delhi and NCR have affected small stores, but stores in posh areas and inner street were less affected [9].

Joseph Mathew et.al. (2008) found that unorganized retailers witnessed a decline in sales and profit in the early years of the entry of organized retailers. There was no evidence of a decline in overall employment in the unorganized sector. The adverse impact, however, dwindles over a period. The study shows consumers and farmers are mostly benefitted from organized retailing [10].

Paromita Goswami and Mridula S Mishra (2009) suggested that, all kirana stores need to have a critical evaluation of their strength and weaknesses and to modernize their stores with immediate effect in order to survive [11].Kokatnur, Shilpa S. (2009) revealed that traditional retailers are severely affected by lapses in service and promotion strategies and need to redesign their business models [12].

Paromita Goswami (2009) concluded that, kirana stores should upgrade their store and perform well in terms of customers need satisfaction in order to survive [13].Deepak Devagan and Mandeep Kaur (2010) emphasized that malls in small cities can dislodge the small stores and eroding their customer base [14].

Shalla, S.A. and Mehta, M.S. (2013) reported that shopping malls have a positive impact on unorganized retail outlets in terms of sales and profits and there is some merit in allowing FDI in retail sector in Jammu &Kashmir [15].

Hamil and Priyadharshini (2014) investigated the impact of Supermarkets on unorganized retail stores in Tirunelveli. Major impacts are found to be reduction in sales volume, reduction in profit and loyal customer base [16].

III.   Need For The Study

The foregoing review of literature reveals that, small traditional retail (Kirana) stores are greatly affected by the entry of corporates into retailing and the emergence of mall culture, though very few studies differ from this point of view. Very few studies have suggested strategies for traditional retailers to survive in the long run. However, studies of this magnitude were not conducted in Vijayawada and Guntur cities of CRDA region, Andhra Pradesh. More over the existing studies are inadequate to address the concerns of small retailers. Hence a structured analysis of effect of Organized Food & Grocery retailing on Traditional retail (Kirana) stores is needed to suggest strategies to combat the effects from organized retailers.

IV.   Statement Of The Problem

India is a nation of shopkeepers, hawkers and street vendors. Approximately 12 million shops are running in retail sector and 48.11million people are employed in retailing. Studies show that emergence of organized retailing has dented the sales, profits, customer base and employee strength of unorganized or traditional retailers. This is evident from the demonstration of strong protests by the shopkeepers, hawkers and street vendors against corporate retailing and FDI in retailing. Under these circumstances Traditional retailers require effective strategies to survive and sustain in the competitive game with organized retail. Hence the topic, "Effect of Organized retailing on Traditional retail (Kirana) Stores: Strategies for Survival."

V.   Objectives Of The Study

The objectives with which the study has been taken up are presented here under:
- To elicit the opinions of the select Traditional retailers about the effect of Organized Food & Grocery retailing on their store operations.
- To evaluate the most suitable strategies for the survival of Traditional (Kirana) stores.
- To offer suggestions for Traditional retailers to improve their performance.

VI.   Hypotheses Of The Study

The following hypotheses were framed for the study based on the objectives.
H_01: Traditional Retail (Kirana) Store operations like Store Sales, Store Profits, Customers Visit and Employee Strength are not decreased in both the cities due to Organized Retail Stores.
H_02: Suitability of strategic options for Traditional Retail (Kirana) Stores to compete with Organized Retail Store is not identical in both cities.

VII.   Scope Of The Study

The present study is an attempt to examine the effect of Organized Food and Grocery retailing on the store operations of Traditional retail (Kirana) stores. The study is undertaken covering twin cities of CRDA region, Guntur and Vijayawada only. The study considers the opinions of traditional retailers engaged in Food &Grocery business.

VIII.   Methodology And Data Collection

The present study is empirical in nature and takes into account the opinions of traders engaged in Food &Grocery retailing in twin cities of Guntur and Vijayawada of CRDA region, Andhra Pradesh in terms of the effect of Organized retailing on the store operations of Traditional retail (Kirana) stores. The study makes use of primary sources for data collection and the data has been collected from the respondents through survey method using questionnaire as an instrument. The sample unit considered for the study was respondents operating within the proximity of organized retailers in the 4-kilometer radius. Sample of 100 respondents each from Guntur and Vijayawada were selected by convenience sampling method. To capture the opinions of the respondents, a well-structured questionnaire was developed by considering the relevant literature, preliminary enquiry with the traders and views of experts with in the field. To facilitate the respondents to answer about the effect of Organized Food & Grocery retail stores on the store operations of Traditional retail (Kirana) stores, a three-point scale was designed (see Table-4). For measuring the opinions of the respondents on suitability of the strategic options for competing with organized retail stores, Likert's five-point rating scale was adopted (see Table 5).The study was conducted from February to May 2017. The collected data has been run through SPSS 17.0 for deriving results. Chi-square test is conducted to test the independence. Rank correlation is evaluated to assess the similarity (vs. dissimilarity) between the cities with respect to various issues.

IX.   Data Analysis And Results

The age-wise composition of respondents reveals that more than 60% of the respondents from Vijayawada and Guntur are in the age group of 31-50. There are similarities observed in case of age of respondents of both places. The educational qualification of the respondents reveals that more than 50% of the

respondents are having X standard and intermediate as their educational qualification inboth cities. More than 50% of the respondents from both cities have an experience of about 20 years in running the business. There are similarities in case of respondents of both Vijayawada and Guntur in this regard. The information is presented in Table-2.

Table-2: Profile of the Respondents

Sl. No.	Aspect	Details	Vijayawada (N=100)		Guntur (N=100)	
			Frequency	Percentage	Frequency	Percentage
1	Age of the owner (in years)	20 – 30	15	15.00	12	12.00
		31 – 40	34	34.00	38	38.00
		41 – 50	26	26.00	24	24.00
		51 – 60	11	11.00	13	13.00
		Above 60	14	14.00	13	13.00
2	Education Qualification of the owner	School level	18	18.00	26	26.00
		X-Standard	31	31.00	25	25.00
		Intermediate	27	27.00	30	30.00
		Degree	21	21.00	17	17.00
		Above Degree	3	3.00	2	2.00
3	Experience of owner in running the business (in years)	Up to 5	7	7.00	5	5.00
		6 – 10	21	21.00	16	16.00
		11 – 15	20	20.00	22	22.00
		16 – 20	21	21.00	26	26.00
		21 – 25	12	12.00	14	14.00
		More than 25	19	19.00	17	17.00

Source: Compiled from the collected data through survey.

The data relating to premises of the store reveals that more than 50% of the respondents of Vijayawada operate from the leased premises whereas more than 50% of the respondents from Guntur operates from own premises. The analysis relating to the size / area of store reveals that in case of more than 60% of the stores, the area of the store is 100-300 Sq.ft. This is true in case of majority stores of both Vijayawada and Guntur.

Table-3: Profile of the Store

S. No.	Aspect	Details	Vijayawada (N=100)		Guntur (N=100)	
			Frequency	Percentage	Frequency	Percentage
1	Premises of the Store	Own	46	46.00	57	57.00
		Leased	54	54.00	43	43.00
2	Size / Area of Store (in Sq. Ft)	100 – 200	23	23.00	24	24.00
		200 – 300	39	39.00	45	45.00
		300 – 500	21	21.00	18	18.00
		500 – 700	13	13.00	11	11.00
		Above 700	4	4.00	2	2.00
3	Working Personnel of the store	Family Members	106	45.11	109	48.23
		Hired Members	129	54.89	117	51.77
4	Distance of the nearest Organized Retail Store from Traditional Store (in Kms)	Below 0.5	22	22.00	21	21.00
		0.5 – 2.0	31	31.00	30	30.00
		2.0 – 3.0	21	21.00	24	24.00
		Up to 4.0	26	26.00	25	25.00

Source: Compiled from the collected data through survey.

More than 50% of the working personnel of the store are hired members in case of both cities of Vijayawada and Guntur. More than 50% of the organized retail stores are located less than 2kms from the traditional stores. Table-3 provides these details.

The effect of Organized Retail Stores on Traditional Retail (Kirana) Store Operations is depicted in Table-4.According to it, 50% and 53% of respondents respectively from Vijayawada and Guntur expressed that their store sales decreased up to 20% after the entry of organized retail stores. 56% of respondents from Vijayawada and 59% of respondents from Guntur revealed that their store profits dropped up to 20%. 49% of respondents each from Vijayawada and Guntur opined that they are witnessing the erosion of customer visit up to 20%. Near 50% of the respondents from both Vijayawada and Guntur felt that their employee strength has remained same even after the entry of organized retail stores in the vicinity.

Table-4: Effect of Organized Retail Stores on Traditional Retail (Kirana) Store Operations

Sl. No	Store Operation	Vijayawada (N=100)				Guntur (N=100)			
		Up to 10%	10% - 20%	Above 20%	Total	Up to 10%	10% - 20%	Above 20%	Total
1	**Store Sales**								
	Increased	4 (4.00)	3 (3.00)	2 (2.00)	9 (9.00)	4 (4.00)	2 (2.00)	1 (1.00)	7 (7.00)
	Decreased	27 (27.00)	23 (23.00)	7 (7.00)	57 (57.00)	24 (24.00)	29 (29.00)	9 (9.00)	62 (62.00)
	Remained the same				34 (34.00)				31 (31.00)
					100				**100**
2	**Store Profits**								
	Increased	6 (6.00)	2 (2.00)	1 (1.00)	9 (9.00)	5 (5.00)	1 (1.00)	1 (1.00)	7 (7.00)
	Decreased	34 (34.00)	22 (22.00)	6 (6.00)	62 (62.00)	31 (31.00)	28 (28.00)	9 (9.00)	68 (68.00)
	Remained the same				29 (29.00)				25 (25.00)
					100				**100**
3	**Customers Visit**								
	Increased	6 (6.00)	2 (2.00)	1 (1.00)	9 (9.00)	3 (3.00)	2 (2.00)	2 (2.00)	7 (7.00)
	Decreased	31 (31.00)	18 (18.00)	5 (5.00)	54 (54.00)	28 (28.00)	21 (21.00)	9 (9.00)	58 (58.00)
	Remained the same				37 (37.00)				35 (35.00)
					100				**100**
4	**Employee Strength (by No)**	**One**	**Two**	**Three**		**One**	**Two**	**Three**	
	Increased	5 (5.00)	2 (2.00)	1 (1.00)	8 (8.00)	3 (3.00)	1 (1.00)	1 (1.00)	5 (5.00)
	Decreased	38 (38.00)	3 (3.00)	0 (0.00)	41 (41.00)	42 (42.00)	4 (4.00)	0 (0.00)	46 (46.00)
	Remained the same				51 (51.00)				49 (49.00)
					100				**100**

Source: Compiled from the collected data through survey. Figures in parentheses are in %

The analysis relating to suitability of strategic options for competing with organized retail stores is presented in Table-5. There are variations in the views of respondents relating to both Vijayawada and Guntur. The following strategic options were viewed as most suitable by the respondents of both Vijayawada and Guntur.
- Improving store display
- Make changes as per the needs of the customers

The following strategic options were considered as suitable by the respondents from Vijayawada and Guntur.
- Dropping product lines less demanded
- Increasing home delivery
- Building on existing trust and good will

The following strategic options were observed as most suitable by the respondents of Vijayawada.
- Maintaining cleanliness to attract customers
- Increasing the range of products with necessary quality and in suitable quantities
- Ensuring ready availability of demanded items

The following strategic options were found as suitable by the respondents from Guntur.
- Maintaining cleanliness to attract customers
- Increasing the range of products with necessary quality and in suitable quantities
- Ensuring ready availability of demanded items
- Collaborating with suppliers for smooth flow of supplies

Table-5: Suitability of strategic options for competing with Organized Retail Store

Sl. No	Strategic option	Vijayawada (N=100)					Guntur (N=100)				
		MS	S	SCE	US	MUS	MS	S	SCE	US	MUS
1	Working longer hours than usual	27 (27.0)	26 (26.0)	17 (17.0)	16 (16.0)	14 (14.0)	28 (28.0)	29 (29.0)	16 (16.0)	12 (12.0)	15 (15.0)
2	Improving store display	45 (45.0)	33 (33.0)	8 (8.0)	9 (9.0)	5 (5.0)	45 (45.0)	41 (41.0)	10 (10.0)	2 (2.0)	2 (2.0)
3	Maintaining cleanliness to attract customers	42 (42.0)	37 (37.0)	10 (10.0)	7 (7.0)	4 (4.0)	38 (38.0)	40 (40.0)	11 (11.0)	8 (8.0)	3 (3.0)
4	Increasing the range of products with necessary quality and in suitable quantities	39 (39.0)	36 (36.0)	11 (11.0)	6 (6.0)	8 (8.0)	39 (39.0)	42 (42.0)	9 (9.0)	7 (7.0)	3 (3.0)
5	Ensuring ready availability of demanded items	35 (35.0)	33 (33.0)	17 (17.0)	10 (10.0)	5 (5.0)	36 (36.0)	37 (37.0)	14 (14.0)	5 (5.0)	8 (8.0)
6	Dropping product lines less demanded	32 (32.0)	28 (28.0)	14 (14.0)	15 (15.0)	11 (11.0)	34 (34.0)	34 (34.0)	15 (15.0)	8 (8.0)	9 (9.0)
7	Increasing home delivery	29 (29.0)	30 (30.0)	13 (13.0)	16 (16.0)	12 (12.0)	32 (32.0)	33 (33.0)	13 (13.0)	9 (9.0)	13 (13.0)
8	Collaborating with suppliersfor smooth flow of supplies	30 (30.0)	24 (24.0)	16 (16.0)	14 (14.0)	16 (16.0)	34 (34.0)	36 (36.0)	12 (12.0)	10 (10.0)	8 (8.0)
9	Make changes as per the needs of the customers	43 (43.0)	38 (38.0)	12 (12.0)	4 (4.0)	3 (3.0)	41 (41.0)	40 (40.0)	11 (11.0)	5 (5.0)	3 (3.0)
10	Building on existing trust and good will	31 (31.0)	34 (34.0)	16 (16.0)	12 (12.0)	7 (7.0)	36 (36.0)	39 (39.0)	12 (12.0)	7 (7.0)	6 (6.0)

Source: Compiled from the collected data through survey.
MS – Most Suitable, S – Suitable, SCE - Suitable to Certain Extent, US – Unsuitable, MUS – Most Unsuitable.
Figures in parentheses are in %

Tests of Statistics:
Chi-square test is conducted to test the independence. Rank correlation is evaluated to assess the similarity (vs. dissimilarity) between the cities with respect to the issues. The values of tests of statistics have been recorded in table 6.

Table-6: Tests of Statistics

Sl. No	Issue	Relation between issue and respondents' level of agreement (P - value)	Relation between the city of the store and respondents' level of agreement (P - value)	Correlation between cities (R - value)
1	Impact of Organized Retail Stores on Traditional Retail (Kirana) Store Operations like Store Sales, Store Profits, Customers Visit and Employee Strength.	0.000	0.268	0.96752
2	Suitability of strategic options for Traditional Retail (Kirana) Stores to compete with Organized Retail Store.	0.000	0.313	0.98521

Abouttheeffect of organized retail stores on traditional retail (Kirana) stores operations, the relation between position of store operations and the extent of effect is significant as P-value is 0.000 (< 0.05) at 5 % significant level. That is the responses are given according to the strength of the issue and the response is not given on aggregation of all issues. Most of the time, the response is "Store operations are decreased". Relation between the city of the store and position of store operations is not significant as P – value is 0.268 (> 0.05). This proves that, the position of store operations is similar in both the cities. Test of Correlation between cities yielded the R – value of 0.96752 indicating there is a high correlation observed between the cities with respect to position of store operations.

Hence, the null hypothesis, **H_01: Traditional Retail (Kirana) Store operations like Store Sales, Store Profits, Customers Visit and Employee Strength are not decreased in both the cities due to**

Organized Retail Stores, is rejected. Therefore, it is proved that the **"Store operations are decreased in both the cities".**

In case of suitability of strategic options for competing with Organized Retail Store, the relation between the strategic option and suitability is significant as P-value is 0.000 (< 0.05) at 5 % significant level. That is the responses are given according to the strength of the option and the response is not given on aggregation of all options. For most of the strategic options the response is "Most Suitable". Suitability of strategic options was not influenced by the city of the store, as P – value is 0.313 (> 0.05). Thus, it is inferred that suitability of strategic options was identical in both the cities. Test of Correlation between cities produced the R – value of 0.98521 suggesting, there is a high correlation observed between the cities with respect to suitability of strategic options.

Hence, the null hypothesis, **$H_0$2: Suitability of strategic options for Traditional Retail (Kirana) Stores to compete with Organized Retail Store is not identical in both cities,** is rejected. Therefore, it is clear that **"the suitability of strategic options is identical in both the cities".**

X. Discussion& Conclusion

From the foregoing analysis, it is observed thatthe traditional retail (Kirana) store operations like store sales, store profits and customers visit are decreased in both the cities due to organized retail stores. However, the employee strength of the stores remained same in most of the cases. These results are consistent with those of Mathew, J et.al.as organized retailing in CRDA area is at a nascent stage. It is established that majority of the traditional retail (Kirana) stores' sales are decreased in both the cities with the entry of organized retail stores. This finding substantiates the results of Anuradha Kalhan. Stores' profits are reduced in both the cities with the emergence of organized retail stores. Customers visit to the traditional retail (Kirana) stores also dropped in both the cities with the advent of organized retail stores. These results lend credence to the findings of Deepak Devgan & Mandeep Kaur and Hamil andPriyadharshini. It is found that the suitability of strategic options for Traditional Retail (Kirana) Stores to compete with Organized Retail Store is identical in both cities. The most preferred options in the order of preference are: "Improving store display", "Make changes as per the needs of the customers", "Maintaining cleanliness to attract customers" and "Increasing the range of products with necessary quality and in suitable quantities". These results reinforce the studies of Broadbridge, A., &Calderwood, E., and Paromita Goswami.

It is suggested to the unorganized retailers to adopt changes as per the needs of the customers in terms of range of products with necessary quality and in suitable quantities to maintain its market share. They are also needed to maintain cleanliness in the store to attract customers. Unorganized retailers should ensure ready availability of demanded items and drop product lines less demanded to prune costs while improving store display. This will enable them to increase the customer base. Building on existing trust and good will also help them to retain the customers.

There has been a partial transformation of Indian consumers to patronize organized retail. Their higher disposable income, increased experience and willingness to spend will augment the growth of organized retail sector. Meanwhile the conveniences of home-delivery, purchases on credit and proximity offered by the unorganized sector will lure them to the nearest corner-store for their immediate purchases. It becomes imperative for the unorganized sector to consider the changing consumer's needs and preferences for its survival and sustainability in the context of emergence of organized retailing.

XI. Implications And Direction For Future Research

Considerable amount of research has gone into the study of effect of organized retail stores on traditional retail (Kirana) stores. However, there is dearth of information in the academic literature pertinent to suitability of strategic options for traditional retail (Kirana) stores to compete with organized retail stores. This study is expected to fix this deficiency to a greater extent. The study also offers some practical implications to the retailers. The study proposes that the strategies discussed would help the traditional retailers not only in safe guarding their economic interests but also in competing with the organized retailers with much vigour and confidence. The strategies may also be administered for sustenance and growth of traditional retail (Kirana) stores.

The study results may be verified by other researchers by conducting the same study in other parts of the country. Few previous studies indicate that the effect of organized retail stores on traditional retail (Kirana) stores is on wane with each passing day. Hence other researchers may examine whether such circumstances turn out in CRDA region of Andhra Pradesh. Same study may be conducted by adding some more aspects like effect of organized retail stores on various changes made by traditional retailers in their business.

XII. Limitations Of The Study

The present study is limited to Food and Grocery subsector of retail sector. The conclusions drawn out of this study could not be applicable neither to other subsectors of retailing or to other sectors of business. The study results are derived from the select traditional retailers of Guntur and Vijayawada cities of CRDA region of Andhra Pradesh and hence could not be construed as reflecting the average opinion of Food & Grocery retailers in India or in the world.

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